



**DETERMINANTS OF SUCCESSFUL IMPLEMENTATION OF YOUTH EMPOWERMENT DEVELOPMENT PROJECTS  
IN SELECTED COUNTY GOVERNMENTS IN KENYA**

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IN SELECTED COUNTY GOVERNMENTS IN KENYA**

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**ABSTRACT**

*In Kenya 30% of its population are youth and their rate of unemployment is double that of country's average. It is approximated that a third of Kenya's population is aged between 15 to 29 years. There are several challenges that youth in Kenya encounter and this includes high rates of unemployment and low employment rates. Youth unemployment is twice that of men and is approximated to be 21%. This study therefore sought to establish the determinants of successful implementation of youth empowerment development projects in selected county governments in Kenya. Specific objectives were to establish the effect of resources mobilization and the effect of monitoring and evaluation on the youth empowerment development projects in selected county governments in Kenya. This study adopted a descriptive research design. The target population consisted of 1395 youths in five selected counties of Kenya (Nairobi, Machakos, Kiambu and Kajiado). The study used probability sampling to select 93 respondents from the target population. The study used questionnaire to collect primary data. Analysis was done with the use of descriptive statistics and inferential statistics. The study results were presented through the use of figures and tables. The study concluded that resource mobilization and monitoring and evaluation have significant effect on the successful implementation of youth empowerment projects in county governments in Kenya. The study recommended that the county governments should ensure human capability, finance availability and technological knowhow among the youth hence improving successful implementation of youth empowerment projects. The county government should ensure established plan, strategy and standards of the projects and rule and regulation in place to facilitate successful and timely implementation of youth empowerment projects.*

**Key Words:** *Resources Mobilization, Monitoring and Evaluation, Successful Implementation of Youth Empowerment Projects*

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## INTRODUCTION

The idea of youth according to Durham (2017) is a concept of relationship in a dynamic context, a power landscape, cultural notions of agency and personhood. Youth are greatly defined by the socio economic as well as conditions in the political environment that best explains youth. Poverty, war, conflict, and HIV/AIDS are some of the experiences that differentiate the youth from the adults. People in this environment cross the frontier from childhood to adulthood and it is in this phase that people define their roles as conditions in their lives change (Boeck & Honwana, 2015). Based on these constructs, youths can be seen as fluid, but there are other definitions that consider the youth to a group of individuals in the society that is static and have distinct responsibilities depending on the age category they are in.

A report by World Bank (2012) showed that in the US people living a day on \$1 are approximately 987 million which translate to 15% of global population. Those living with 2\$ a day is approximated to be 2 billion people. When these two groups of people are combined it translates to 45% of the entire population in the world. However, taking into account inflation since the 1 and 2-dollar arbitrary poverty line will be introduced by World Bank economist Martin Ravallion (2008), poverty has not declined in real terms and it is in fact increasing. In this respect, a dollar today is only worth 55 percent of what it will be in 1998 or the equivalent present day worth of US \$1.82. Considering this therefore, global poverty is far greater today than it will be a mere decade ago and the trends are not encouraging for the future.

In developing countries like Brazil, Mexico, Colombia, Nicaragua, Honduras, and South Africa since the 90s, the number of youth projects launched have been on the rise. These projects are expected to enhance the standard of living of the people, deal with hunger, and improve the level of education and the state of health of the people. The global trend of investing in the youth especially in developing countries has reached sub-Saharan

Africa, and is focusing on creating stability in the livelihood systems and community as well as safety of families (Asep et al, 2003).

There are several resembling strategies between empowerment projects for the youth in Sub-Sahara Africa and other programs in the world. Nonetheless, there are other areas that stand out. Some of the features effectively deal with the challenge facing Sub-Sahara Africa with some neither inherently positive nor negative, there are others that have arisen as CTs that are applied in dealing with challenges of great debt than others in other regions.

Poverty is a prevailing feature amongst many youths in the developing countries around the world with ever increasing severe effects of social and economic backdrop felt in countries within sub-Saharan Africa despite much effort put in place to contain the situation (World Bank report, (2012). It is arguably a multidimensional challenge found in different forms both in urban and rural areas only possibly differing in its intensity in most of these affected (David Hill, 2008). Report by Nigerias central bank titled "Integrating financial services into poverty reduction strategies" presented in a workshop in West Africa in 2005 indicated that in Africa, 60% of its population living in the rural areas is of the age 25 and 50 years. Reduction of poverty in these regions therefore requires coordinated measures to be developed and can't just depend on policies on the economy. This is therefore the only solution that can be used globally to deal with the issue of youth unemployment and this will include having funds set aside for poverty eradication (UN World Social Summit, 2010). In the 80s, sub-Sahara Africa recorded an increase in average GDP per capita but still the level of poverty remained constant (World Bank report, 2012).

In Kenya, the definition of a youth according to the ministry of youth affairs is any person that is between childhood and an adult and is of the ages 15 to 30. Development of the nation is highly dependent on the youth this is because the government directs different programs to them and

there are a times when they give credence. In addition, any nation to have productive population it has to have programs and policies that are well designed for the youth (<http://www.youthaffairs.go.ke/>). Unemployment rate at Kenya currently stands at 23% and the youth are the most affected. Out of all the unemployment cases, 73% are of ages 15 to 30 years and each year, 500,000 youth join the labor market; only a quarter of this population is employed and the rest remain unemployed and are forced to do casual work. The result is that the dependency ratio is high and therefore the economic barden on families is serious (KNHS, 2010).

In April 2009 the Kazi Kwa Vijana(KKV) program was launched, aiming to employ youth in rural and urban areas in labor intensive public works projects implemented by differentline ministries. The KKV program is implemented under the overall supervision and guidance of a National Steering Committee chaired by the Prime Minister and comprising Ministers and Priority is given to sub projects that can be implemented rapidly using labor intensive techniques such as road maintenance sub projects, small scale water supply and sanitation sub projects, water harvesting sub projects, afforestation sub projects and waste collection. In addition to the KKV, the GoK continues to support the Youth Enterprise Development Fund (YEDF), established in 2006, providing young with access to finance for self employment activities and entrepreneurial skills development. Increased attention is being given to the poor and most vulnerable groups in the society, through the development of a Social Protection (SP) policy framework. This work has mainly been supported by the U.K.

County governments in Kenya were established under the County Governments Act(2012). The act was legislated in line with requirements of the current Kenyan constitution promulgated in the year 2010, after approval through a popular vote by the Kenyan public. The act defines; county governments, county assemblies, electoral wards, county executive, decentralized units, county public service, citizen p

articipation, public communication and access to information, civic education and county planning, and procedures in suspension of county staff. The act clearly demarcates the composition, function, and roles of both the county executive and the county assembly that are ideally independent arms of the government with different roles.

The act segregates the counties into wards that are represented by a member of the county assembly elected by the public. The act further specifies units in the public service that are decentralized to the county government such as health and some sections of infrastructural development with the rest remaining under the national government. The act further requires that the public must be involved in allocation of county funds into the various youth projects established with consultation with the public.

#### **Statement of the problem**

In the recent years, the government of Kenya has tried to enhance livelihoods of youths by initiating a number of projects. Despite having good intentions, these projects have experienced challenges in their teething for instance, change in scope, overrun in budget, failure to adhere to procedures and delaying in delivery of projects. The result of these challenges is that their execution has doubled inevitably and in other cases the result has been that, the cost of projects has doubled. Some other challenges are poor leadership and management, lack of appropriate participants, poor coordination and relations, lack of control, motivation, monitoring or systems for decision-making; lack of adequate infrastructure, political, cultural and economic challenges (Strenman, 2012).

Apparently, Youths have also always tried to organize themselves to plan, start and implement many projects of their own that is of their common interest, without waiting to be probed by the government to do so (Githenya & Ngugi 2014). However, most of these projects are not able to exist for more than two years (Wanjohi, 2010). While some of these projects succeed, a considerable number of them fail along the way before reaching the intended destination.

Consequently, the collapse of these projects may mean that their projects end prematurely and do not meet the objectives or the goals. This is an indication of poor implementation of the projects initiatives (Speer & Perkins, 2006).

There are several researches that have been carried out and this includes a research study by Mwangi and Ngugi, (2014) on factors determining the effectiveness of implemented projects in Kenya on eradication of poverty. This study and the current study have a conceptual gap; the study focus was on determinants effective implementation while our current study is on implementation of youth empowerment projects. Ling and Ma, (2014) researched on the impacts of competency and communication on outcome of China's projects. The study has a contextual and geographic gap with our current study; this study was conducted in China while our current study will be conducted in Kenya. Roggio (2016) assessed the effect of Monitoring and Evaluation (M&E) on performance of projects using the case of YEDF in Kisii county, Mirani district. This study and the present study have contextual gap because the study was carried out in Mirani district in Kisii County while our present stud will be conducted in Nairobi County.

Mathis (2011) researched on best M&E practices in Turkey USAID projects. There is a conceptual gap since the study was focused on M&E best practices but present study focused on factors determining successful implementation of projects. Additionally, there is a contextual gap because the study was conducted in Turkey while our present study will be conducted in Kenya. From the reviewed literature, most of the studies were conducted in developed countries or using different concepts and therefore this study sought to fill this gap in research that narrows on the gaps identified. This study therefore sought to find out the determinants of successful implementation of youth empowerment projects in selected county governments in Kenya.

### **Objective of the Study**

The main objective was to find out the determinants of successful implementation of

youth empowerment projects in selected county governments in Kenya.

The specific objectives were;

- To analyze the effect of resources mobilization on successful implementation of youth empowerment projects in selected county governments in Kenya.
- To determine the effect of monitoring and evaluation on the successful implementation of youth empowerment projects in selected county governments in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Resource based theory**

This theory was developed by Penrose (1959). This theory (RBV) insists that the key to competitive advantage in any organization is the resources. When understanding the sources of competitive advantage, there are two assumptions that are adopted; Peteraf and Barney (2011). The first assumption in this theory is that the company is not homogenous in terms of its resources they are in control of. Another assumption is that heterogeneity of resources in a company might persist because of the immobile nature of resources across companies. Uniqueness of resources is an important aspect of resources and is important for the creation of competitive advantage. It is argued that if all companies share similar resources in the market then a strategy that can be used by one company can also be used by another company (Cool, 2002). According to Barney (2003) performance in procurement is based on resources' intrinsic different levels of efficiency in the sense that it enables the company to provide its customers with great value at a lower cost. This theory will be applied in this study to inform on the aspect of financial resources. This variable suggests that ample financial resource availability ensures successful implementation of projects.

#### **Contingency theory**

The main focus of this theory is to develop a wide generalization regarding formal structures with

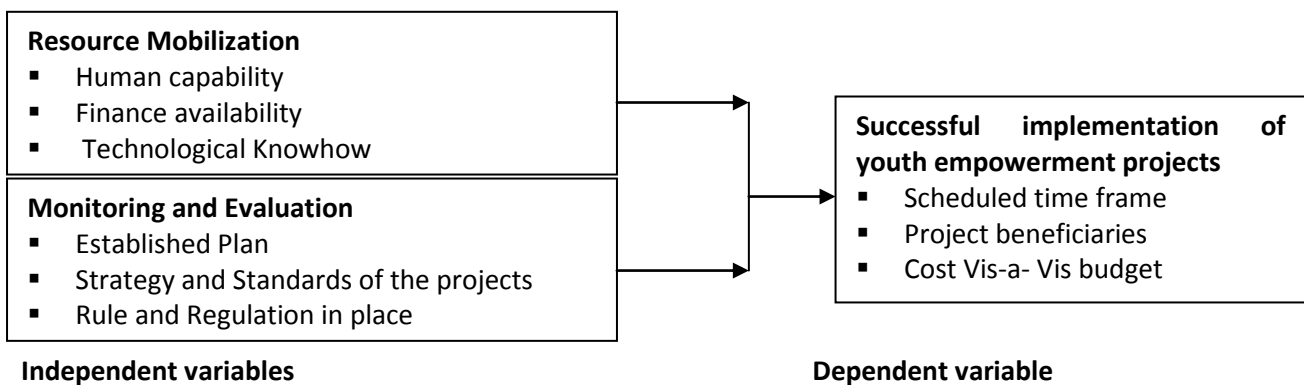
typical link with or best fit with various technologies. This theory was developed in the 50s by Joan Woodward (1958) and explains that technology can be applied in explaining the distinction in organizations attributes such as the span of control, authority centralization, and rules and procedure formalization.

There are other key business categories that can benefit from this theory and they include suppliers and distributors, technology, customers and competitors, customers' interest teams, unions, and the government. Theories on contingency present the idea that leadership success is dependent of various situations at hand. The factors are inclusive of personality of the leader, task, and group members to be led.

The main assumption of this theory is that the success or failure of leadership is based on situations. Several sub-theories exist under the umbrella of contingency. Some of these theories are Fiedler's Contingency Theory, the Situational Leadership Theory, the Path-Goal Theory and the Decision-Making Theory. Despite them having a

similar outside look, each one explains leadership differently.

When developing Contingency Management Theory, Fred Fiedler used the Contingency Trait Theory as a precursor. According to Fiedler, the character traits of the leader will directly correlate his/her leadership effectiveness. He also explained that some leadership characteristics assist in some crisis and therefore depending on the situation, the leadership strategy might have to be changed. According to Contingency Theory by Fiedler there are some concepts that are proposed; management of an organization has no best way, leaders need to have the ability to determine the form of leadership that would be helpful. This theory proposes that achieving organizational goal for a certain satiation considers the use of least preferred co-worker (LPC) scale measuring leadership orientation of managers. The study will apply this theory in explaining more on the idea of monitoring and evaluation.



**Figure 1: Conceptual Framework**

**Empirical Framework**

Obiero (2013) sought to determine the social economic aspects influencing yields in Siaya County. Research findings established that resource unavailability that will otherwise facilitate building of shades used by sellers affect farm yield. These farmers are forced to sell their produce to travellers along the road exposing their produce to harsh weather conditions which affect their quality.

Rondinelli (2013) in his research study in India sought to establish the impact of financial resource on implementation of small proposal ventures in cottage industry established that in those companies, the start of these companies' projects was producing simple household goods but over time It has improved and this has been shocking to national traditional companies globally with their production of popular products. He further

established that the great achievements in these industries was as a result of governments interest in fund allocation to the industry and therefore creating eve more job opportunities to the people. He also explained that the cottage industry led to the growth of financial institutions which saw about half of its revenue generated from this industry.

According to Pasape, Anderson, and Lindj, (2013), it is important to ensure that all stakeholder are involved in a project to ensure that they are ranked through a common agreement and therefore avoid the interest misinterpretation. In an assessment on the implementation of relief food programs in Kenya, Cook (2012) in the Kenya National Commission on Human Rights Report attributed the collapse of the project to lack of effectiveness and also asserts that the community as excluded in the process of identifying, delivering and monitoring of these program. Therefore, it is crucial to involve the community in managing of resources and this will ensure that any decision reached is informed that will have positive influence on community's livelihood.

## **METHODOLOGY**

This study adopted a descriptive research design. This is a scientific method of investigation in which data is collected, processed, analyzed and presented in order to describe the current conditions, terms or relationships concerning a certain field (Mugenda, 2003). The target population consists of 1395 youths in five selected counties of Kenya (Nairobi, Machakos, Kiambu and Kajiado). A sampling formula yielded a sample size of 93 respondents; this sample is deemed good representation of the population since the sample size is greater than 10% of the target population according to Ngechu (2009). This study used probability sampling since the population and location of the respondents is known. Specifically, the study used stratified random sampling in order to account for the uneven distribution of respondents in various counties.

The study used questionnaires as the main collection instrument that contains both open ended and close ended questions. A pilot test was conducted to assess the questionnaire's validity and the likely reliability of the data that was collected. Analysis of closed ended questions was done with the use of nominal scale where descriptive statistics were computed; analyses were done in SPSS. Open-ended questions were analyzed using conceptual content analysis. Analyses involved the production and interpretation of frequencies counts and tables that described and summarize the data. The collected data was analyzed using multi linear regression to determine the relationship between the dependent and independent variables.

## **RESULTS**

### **Descriptive Statistics Analysis**

#### **Resource Mobilization and Successful Implementation of Projects**

The study sought to establish the effect of resource mobilization on successful implementation of youth empowerment projects in selected county governments in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to resource mobilization and successful implementation of youth empowerment projects in selected county governments in Kenya.

As shown in the results, the respondents agreed that human capital influences implementation of youth empowerment projects in the county government. This is shown by a mean of 4.118 (std. dv = 0.382). In addition, the respondents also agreed that human availability influences implementation of youth empowerment projects in the county government. This was shown by a mean of 3.945 (std. dv = 0.623). Further, with a mean of 3.890 (std. dv = 0.417), the respondents agreed that technological infrastructure influences the implementation of Youth empowerment projects. The respondents also agreed that finance adequacy influences the time of implementing youth

empowerment projects in county government. This is shown by a mean of 3.863 (std. dv = 0.381).

From the results, the respondents agreed that finance adequacy influences implementation of youth empowerment projects in the county government. This is shown by a mean of 3.827 (std. dv = 0.443). In addition, the respondents also

agreed that human capital influences the time scheduled for the implementation of projects. This is shown by a mean of 3.772 (std. dv = 0.393). Further, with a mean of 3.754 (std. dv = 0.495), the respondents agreed that technological infrastructure influences the scope of implementing youth empowerment projects in county government.

**Table 1: Resource Mobilization and Successful Implementation of Projects**

	Mean	Std. Dev
Human capital influences implementation of youth empowerment projects in the county government	4.118	0.382
Finance adequacy influences implementation of youth empowerment projects in the county government	3.827	0.443
Technological infrastructure influences the implementation of Youth empowerment projects.	3.890	0.417
Human capital influences the time scheduled for the implementation of projects	3.772	0.393
Human availability influences implementation of youth empowerment projects in the county government	3.945	0.623
Technological infrastructure influences the scope of implementing youth empowerment projects in county government	3.754	0.495
Finance adequacy influences the time of implementing youth empowerment projects in county government	3.863	0.381

**Monitoring and Evaluation and Successful Implementation of Projects**

The study sought to establish the effect of monitoring and evaluation on successful implementation of youth empowerment projects in selected county governments in Kenya.

As shown in the results, the respondents agreed that established policies influence the implementation of youth empowerment projects in county government. This is shown by a mean of 3.963 (std. dv = 0.505). In addition, the respondents also agreed that set standards of projects influences the implementation of youth empowerment projects in county government. This is shown by a mean of 3.936 (std. dv = 0.511). Further, with a mean of 3.963 (std. dv = 0.381), the respondents agreed that regulations influences the implementation of youth empowerment projects in

the county government. The respondents also agreed that rules and regulations influence the cost of implementing youth empowerment projects. This is shown by a mean of 3.945 (std. dv = 0.485).

From the results, the respondents agreed that standards influence the budget of implementing youth empowerment projects in county government. This is shown by a mean of 3.918 (std. dv = 0.451). In addition, the respondents also agreed that policies are vital on the timely implementation of youth empowerment projects in county government. This is shown by a mean of 3.900 (std. dv = 0.405). Further, with a mean of 3.663 (std. dv = 0.454), the respondents agreed that rules and regulations influence the implementation of youth empowerment projects in county government.



**Table 2: Monitoring and Evaluation and Successful Implementation of Projects**

	Mean	Std. Dev
Established policies influence the implementation of youth empowerment projects in county government	3.963	0.505
Rules and regulations influence the implementation of youth empowerment projects in county government	3.663	0.454
Set standards of projects influences the implementation of youth empowerment projects in county government	3.936	0.511
Regulations influences the implementation of youth empowerment projects in the county government	3.963	0.381
Rules and regulations influences the cost of implementing youth empowerment projects	3.945	0.485
Standards influences the budget of implementing youth empowerment projects in county government	3.918	0.451
Policies are vital on the timely implementation of youth empowerment projects in county government	3.900	0.405

**Implementation of youth Empowerment projects**

As shown in the results, the respondents disagreed with the statement indicating that youth empowerment projects are implemented within the scheduled time frame. This is shown by a mean of 1.963 (std. dv = 0.505). In addition, the respondents disagreed with the statement indicating that youth empowerment projects always achieve their objectives.

This is shown by a mean of 1.945 (std. dv = 0.485). Further, with a mean of 1.963 (std. dv = 0.381), the respondents disagreed with the statement indicating that youth empowerment Projects are implemented within the Scheduled budget. The respondents also disagreed with the statement indicating that youth empowerment projects always meet the requirements of the beneficiaries. This was shown by a mean of 1.663 (std. dv = 0.454).

**Table 3: Implementation of youth Empowerment projects**

	Mean	Std. Dev
Youth empowerment Projects are implemented within the Scheduled time frame	1.963	0.505
Youth empowerment Projects always meet the requirements of the beneficiaries	1.663	0.454
Youth empowerment Projects are implemented within the Scheduled budget	1.963	0.381
Youth empowerment Projects always achieve their objectives	1.945	0.485

**Inferential Statistics****Correlation Analysis**

The study used Pearson correlation analysis to determine the strength of association between independent variables (resources mobilization and

monitoring and Evaluation) and the dependent variable (successful implementation of youth empowerment projects in selected county governments in Kenya).

**Table 4: Correlation Coefficients**

		Project Implementation	Resources Mobilization	Monitoring and Evaluation
Project Implementation	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	89		
Resources Mobilization	Pearson Correlation	.873**	1	
	Sig. (2-tailed)	.000		
	N	89	89	
Monitoring and Evaluation	Pearson Correlation	.845**	.232	1
	Sig. (2-tailed)	.000	.060	
	N	89	89	89

The results revealed that there is a very strong relationship between resources mobilization and successful implementation of youth empowerment projects in selected county governments in Kenya ( $r = 0.893$ ,  $p$  value = 0.000). The relationship was significant since the  $p$  value 0.000 was less than 0.05 (significant level). The findings conform to the findings of Siddhartha *et al.* (2011) that there is a very strong relationship between resources mobilization and successful project implementation.

The results also revealed that there was a very strong relationship between monitoring and Evaluation and the successful implementation of youth empowerment projects in selected county governments in Kenya ( $r = 0.815$ ,  $p$  value = 0.000).

The relationship was significant since the  $p$  value 0.000 was less than 0.05 (significant level). The findings are in line with the Ansong *et al.* (2015) there is a very strong relationship between monitoring and Evaluation and successful project implementation.

#### Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (resources mobilization and monitoring and Evaluation) and the dependent variable (successful implementation of youth empowerment projects in selected county governments in Kenya).

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.925	0.855	0.856	0.06466

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The  $r$ -squared for the relationship between the independent variables and the dependent variable was 0.855. This implied that 85.5% of the variation

in the dependent variable (successful implementation of youth empowerment projects in selected county governments in Kenya) could be explained by independent variables (resources mobilization and monitoring and evaluation).

**Table 6: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.53	2	6.765	117.987	.000
	Residual	0.348	87	.004		
	Total	13.878	89			

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 117.987 while the F critical was 3.101. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data.

Henceforth, it can be used to predict the influence of resources mobilization and monitoring and evaluation on the successful implementation of youth empowerment projects in selected county governments in Kenya.

**Table 7: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.252	.088		2.750	.021
Resources Mobilization	.410	.090	.386	4.441	.000
Monitoring And Evaluation	.341	.089	.386	4.121	.000

The results also revealed that resource mobilization has significant effect on the successful implementation of youth empowerment projects in selected county governments in Kenya  $\beta_1=0.410$ , p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Siddhartha *et al.* (2011) that there is a very strong relationship between resource mobilization and successful project performance.

In addition, the results revealed that monitoring and evaluation has significant effect on successful implementation of youth empowerment projects in selected county governments in Kenya  $\beta_1=0.341$ , p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Mangundjaya *et al.* (2015) that there is a very strong relationship between monitoring and evaluation and successful project implementation.

### CONCLUSIONS AND RECOMMENDATIONS

The study concluded that resource mobilization has significant effect on the successful implementation of youth empowerment projects in selected county governments in Kenya. The study found that resource mobilization (human capability, finance availability and technological knowhow) influence

the successful implementation of youth empowerment projects in selected county governments in Kenya. This implies that improvement in resource mobilization would facilitate the successful implementation of youth empowerment projects in selected county governments in Kenya.

The study also concluded that monitoring and evaluation has significant effect on the successful implementation of youth empowerment projects in selected county governments in Kenya. The study found that monitoring and evaluation (established Plan, strategy and standards of the projects and rule and regulation in place) influence the successful implementation of youth empowerment projects in selected county governments in Kenya. This implies that improvement in monitoring and evaluation would facilitate the successful implementation of youth empowerment projects in selected county governments in Kenya.

The study recommended that the county governments should ensure human capability, finance availability and technological knowhow among the youth hence improving successful implementation of youth empowerment projects.

The study recommended that the county government should ensure established plan, strategy and standards of the projects and rule and

regulation in place to facilitate successful and timely implementation of youth empowerment projects.

### **Suggestions for Further Studies**

The study found that the independent variables (resources mobilization and monitoring and Evaluation) could only explain 85.5% of the

successful implementation of youth empowerment projects in selected county governments in Kenya. This study therefore suggested research on other factors affecting the successful implementation of youth empowerment projects in selected county governments in Kenya.

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